

TRAINING PROFILES

The first government auditor training profile was developed in 1979 by the Federal Auditor Executive Council to provide an overall impression of the trees of training for developing and maintaining the skills of a government auditor. The profile was intentionally designed to be broad and flexible to allow each governmental audit organization to use it as a guideline in developing a profile to meet its specific needs.

The passage of the Inspector General Act and the tremendous technological changes in recent years have placed increased demands on the skills required of government auditors. The original profile no longer covers some of these skill needs; therefore, the **PCIE Training Committee** adopted a project under its Audit Subcommittee to expand and update the government auditor profile.

The new profile (enclosure 3) is in the same format as the original one; however, the auditing disciplines have been revised and expanded to include the additional skills required of today's government auditors.

The new profile also retains the flexibility of the old one and anticipates that government audit organizations will use it as a guide to develop their own profiles.

Standard training profiles" do not exist for senior executives. However, the Office of Personnel Management has published an excellent guide titled "Developing Executive and **Management** Talent," dated August 1980, that can be used for **SES** career development planning. This publication establishes an outline for the senior **manager** to follow in addressing both the technical and executive **competencies** required for his/her position and the courses, Federal fellowships, and developmental assignments available to meet the required training needs.

GOVERNMENT AUDITOR TRAINING PROFILE

Listing of Disciplines

		<u>LEVELS OF TRAINING¹</u>			
		<u>BASIC</u>	<u>INTERMEDIATE</u>	<u>ADVANCED</u>	<u>EXECUTIVE</u>
1.0 <u>NEW EMPLOYEE ORIENTATION</u>					
Departmental Administrative Matters	A1.1	--	--	--	
Responsibilities of the Federal Employee/Standards of Conduct	A1.2	--	--	--	
overview of Government Regulations/Inspector General Act/ Office of Management and Budget Circulars	A1.3	--	--	--	
Departmental Organization, Mission, Programs and Responsibilities	A1.4	--	--	--	
Office of Inspector General Organization, Policies and Procedures	A1.5	--	--	--	

		<u>LEVELS OF TRAINING</u>			
		<u>BASIC</u>	<u>INTERMEDIATE</u>	<u>ADVANCED</u>	<u>EXECUTIVE</u>
2.0 <u>AUDITING PRINCIPLES AND PROCEDURES</u>					
General ly Accepted Government Auditing Standards	A2.1	B2.1	--	--	
Types and Phases of Governmental Audits	A2.2	B2.2	--	--	
Evident ia 1 flatters	A2.3	B2.3	--	--	
Workpaper Design ● nd Preparation	A2.4	B2.4	--	--	
Elements of Audit Findings	A2.5	B2.5	--	--	
Conduct ing Audit Surveys	A2.6	B2.6	--	--	

¹ Descriptions of the various training levels (basic, intermediate, **etc**) are shown in enclosure 4

Listing of Disciplines (continued)

		<u>LEVELS OF TRAINING</u>			
		<u>BASIC</u>	<u>INTERMEDIATE</u>	<u>ADVANCED</u>	<u>EXECUTIVE</u>
Developing Audit Programs	A2.7	B2.7	--	--	
Audit Reporting Requirements	A2.8	B2.8	--	--	
Audit Followup Requirements	A2.9	B2.9	--	--	

3.0 AUDIT APPLICATIONS AND EVALUATION

Flowcharting	A3.1	--	--	--	
Quantitative Methods	A3.2	B3.2	C3.2	--	
Internal Control Assessments	--	B3.3	C3.3	--	
Financial Analysis	--	B3.4	C3.4	--	
Manpower Analysis	--	B3.5	C3.5	--	
Plant and Equipment Analysis	A3.6	B3.6	--	--	
Inventory Analysis	A3.7	B3.7	--	--	
Forecasting	--	B3.8	C3.8	--	
Accounting Systems Reviews	--	B3.9	C3.9	--	

4.0 WRITTEN COMMUNICATIONS

Writing Audit Findings	A4.1	B4.1	--	--	
Writing Audit Reports	--	B4.2	C4.2	--	
Editing and Reviewing Audit Reports	--	B4.3	C4.3	--	

<u>LEVELS OF TRAINING</u>			
<u>BASIC</u>	<u>INTERMEDIATE</u>	<u>ADVANCED</u>	<u>EXECUTIVE</u>

5.0 NONWRITTEN COMMUNICATIONS

Interviewing/Entrance and Exit Conferences	A5.1	B5.1	--	--	
Listening/Reading Improvement	A5.2	B5.2	--	--	
Interpersonal Communication	--	B5.3	C5.3	--	
Oral Presentations	--	--	C5.4	D5.4	
Conducting Meetings	--	--	C5.5	D5.5	

6.0 AUDIT MANAGEMENT AND PROFESSIONAL DEVELOPMENT

Audit Supervision	--	36.1	C6.1	--	
Workload Planning	--	B6.2	C6.2	D6.2	
Resources Management	--	--	C6.3	D6.3	
Organizational Development	--	--	C6.4	D6.4	
Executive Skills and Concepts	--	--	C6.5	D6.5	
Audit Productivity	--	--	C6.6	D6.6	
Quality Control	--	B6.7	C6.7	D6.7	

Listing of Disciplines (continued)

<u>LEVELS OF TRAINING</u>				
<u>BASIC</u>	<u>INTERMEDIATE</u>	<u>ADVANCED</u>	<u>EXECUTIVE</u>	

7.0 INVESTIGATION ORIENTATION

Fraud Awareness and Reporting	A7.1	B7.1	--	--
Basic Investigative Techniques	A7.2	B7.2	--	--
Elements of Fraud	A7.3	B7.3	C7.3	--
Procurement Fraud	A7.4	B7.4	C7.4	--
Computer Fraud	A7.5	B7.5	C7.5	--

8.0 AUTOMATED DATA PROCESSING

Skill Level I	A8.1	--	--	--
Skill Level II	--	B8.2	C8.2	--
Skill Level III	--	--	C8.3	D8.3
Auditing Microcomputer Networks	--	B8.4	C8.4	--

9.0 MICROCOMPUTERS

Basic Skills	A9.1	B9.1	C9.1	D9.1
Advanced Skills	A9.2	B9.2	--	--
Software Applications	A9.3	B9.3	--	--

10.0 CONTRACT AUDITING

<u>LEVELS OF TRAINING</u>				
<u>BASIC</u>	<u>INTERMEDIATE</u>	<u>ADVANCED</u>	<u>EXECUTIVE</u>	

Introduction to Federal Contract Auditing	A10.1	--	--	--
Federal Procurement Process Regulations	A10.2	B10.2	--	--
Cost Accounting Standards	A10.3	B10.3	--	--
Contract Cost Principles	A10.4	B10.4	--	--
Contract Pricing Requirements	A10.5	B10.5	--	--
Modifications and Amendments	--	B10.6	--	--

11.0 GRANT AUDITING

Introduction to Federal Grant Processes/Regulations	A11.1	--	--	--
Cost Principles for Grants	A11.2	--	--	--
Single Audit and Block Grant Concepts	--	B11.3	C11.3	--

FEDERAL FUNCTIONAL/PROGRAM TRAINING

12.0 Financial Management/Federal Budget Process	A12	--	--	--
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Listing of Disciplines (continued)

		<u>LEVELS OF TRAINING</u>			
		<u>BASIC</u>	<u>INTERMEDIATE</u>	<u>ADVANCED</u>	<u>EXECUTIVE</u>
13.0 Federal Procurement and Contract Management	A13	"	--	--	--
14.0 Property and Supply Management	A14		--	--	--
15.0 Maintenance and Repair Management	A15		--	--	--
16.0 Personnel/ Manpower Management	A16		--	--	--
17.0 Transportation Management	A17		--	--	--
18.0 Communications Management	A18		--	--	--
19.0 Major Systems/Programs Management	A19		--	--	--

Description of Training Levels

A. Basic. All beginning auditors should receive basic level training. This **level** of training consists of several categories and individual **disciplines** to **assist** in **the development** and adaptation of audit organizations with differing missions. The individual training disciplines would depend on the **mission** and responsibilities of the audit organization. Disciplines can be provided as individual courses or as training **modules** in an entry-level course. Substantial progress **should** be **made** in providing **formal training in** essential skills during the first year of employment. **New** employee orientation, auditing principles and procedures, written communications, nonwritten **communications**, and introductory training **unique** to the audit **mission** **should** be accomplished. These should be followed by basic training in audit applications and evaluation, investigation orientation, automated data processing and, where necessary, contract and/or grant auditing. Basic-level training should be essentially complete within 2 years of employment. Total investment in basic-level training may include from 6 to 8 weeks of **formal** classroom and self-study time.

B. Intermediate. Intermediate **level** assumes substantial completion of basic-level training. Courses at this level represent increases in the **complexity** of disciplines provided at the basic **level** and introduce **new or** remedial training for developing auditor effectiveness and/or specialization. Depending upon the audit mission and the need for specialization, an additional 8 to 10 weeks of intermediate level **training** may be required. **The** majority of intermediate and all planned basic **level training** **should** be accomplished within four years of initial employment.

C. Advanced. Advanced-level training is designed for senior auditors and supervisory-level personnel. It assumes auditors have achieved mid-level responsibilities and have **fulfilled** basic and intermediate requirements. Training at this level is expected to **develop** in-depth knowledge and skills needed to manage an audit **from** inception to issuance of an audit report and to provide for **technical** specialists in support of **unique** **mission** requirements. Heavy **emphasis** on audit management and professional development should coincide with advanced written and **nonwritten communication skills**. **Selected** emphasis in automated data processing **and** other specialized technical areas are needed to maintain and improve organization capabilities and proficiencies. Investment in advanced training should **include** approximately 3 weeks a year over an estimated 3 to 5 years to achieve **minimum** proficiency for **executive-level** consideration. In addition, individual development may include a graduate education program and success on professional certification **exams**.

D. Executive. Executive level training enhances **upper-level** management knowledge and **skills** **that** are related to **government** audit **organization** operations. It is not intended to **replace** **executive** development programs established for senior executives by the **OPM** but **to complement those** programs that advance internal audit operations and professionalism in the auditing community.

Description of Training Categories

1.0 New Employee Orientation. This category, intended for all new audit employees, provides the auditor with the basic knowledge needed as a federal **OIG/audit** agency employee. A course encompassing this category gives the new employee an overview of laws, regulations, directives, policies, **procedures**, mission, programs, and responsibilities. This course should be given as soon as possible after the auditor begins work and should not last more than 2 days.

2.0 Auditing Principles and Procedures. The auditor needs to learn the basic auditing principles and procedures to accomplish the audit function. At the basic level, the disciplines covered may be incorporated into a single, comprehensive 2 week course that enables the auditor to function effectively as a junior member of an audit team. This course should be completed as soon as possible, and certainly within the first year of employment.

The intermediate-level disciplines may also be incorporated into a 2 week course. At this level, new disciplines are added and complexity is increased. Reinforcement is also a major goal for some disciplines. At the end of the intermediate level, the auditor should have sufficient knowledge and skills to begin to assume responsibilities as an audit senior, lead auditor or auditor-in-charge.

3.13 Audit Applications and Evaluation. This category is designed to teach auditors how to use important techniques and tools. At the basic level, the disciplines are combined into an overview course. Auditors will not develop operating expertise but will be able to recognize needs and where to go to get the need filled. The basic-level course can be given at any time during the first 30 months of employment.

The intermediate level strives to develop sufficient skills so the auditor can use the technique or tool in job situations. Statistical sampling and cost benefit analysis are types of courses that might be covered at this level in the quantitative methods discipline.

At the advanced level, skills would be developed to a high degree--such as the organizational expert.

All auditors need to take the basic-level courses. However, at the intermediate and advanced levels, auditors should be assigned on the basis of individual aptitude and organizational needs.

4.0 Written Communications. The courses at all levels should take about 1 week. The ability to write clearly and concisely and to use the proper style and format are of utmost importance to auditors. At the basic level, the course introduces the new employee to government style. The subjects would include formats, the use of audit terms, and how to write working paper summaries and findings.

At the intermediate level, new disciplines are added, the complexity is increased, and the techniques learned during the basic-level course are reinforced. At this level, more emphasis is placed on report writing and on the importance of presenting material in an unbiased manner.

Courses at the advanced level will concentrate on writing whole reports and on editing and reviewing the work of others.

5.0 Nonwritten Communications. The disciplines in this category are designed to help the auditor deal with auditees and **others** by telephone, interview, meetings, briefings, and so forth. Only two disciplines in this-category should be **required** of all **auditors--**interviewing/entrance and exit conferences at the **basic level** which **should** be **given within the** first **year** of **training**, and **oral** presentations at the intermediate level. Other disciplines will be given if needed.

6.0 Audit Management and professional Development. This subject teaches **the tools** and concepts audit **supervisors** need in order to **use** the resources entrusted to them and to carry out **their** audit responsibilities **in a** professional manner. The intermediate-level courses are designed to prepare **the lead auditor/auditor-in-charge** for these responsibilities. No basic level courses are given. This training is required for **all** employees advancing to the middle-management **level**. The courses provide an understanding of the role of **the** supervisor, **the styles** of leadership, motivation, and **workload planning**.

New courses are added at both the advanced and executive levels **to** broaden perspectives and to deal with organizational complexity. Included in the upper level are courses in resource management, organizational development, and productivity.

7.0 Investigation Orientation. This category is not designed to form auditors into investigators, only to make them aware of investigative activities and the **types** of activities investigated and to foster cooperation **and teamwork**.

At the basic level, the disciplines can be incorporated into a brief overview of investigative activities and techniques. **At** the intermediate level, a more in-depth 1 week course **should** be given that emphasizes the elements of fraud, investigative techniques, and the responsibilities of the auditor in reporting suspicious activities to investigators **and** in collecting and preserving evidence. At the advanced level, the discipline **calls for** review, to sharpen the auditor's sense of awareness and cooperation.

8.0 Automated Data Processing (ADP). The **first** level of computer **audit** skills is required for each auditor. The skills make auditors aware of computer **system** areas. At the second **level** of **skill**, an auditor should **be able** to recognize evidence of **common** computer-fraud schemes and to evaluate internal controls, identify weaknesses in the controls, and use and adapt generalized audit software packages to test identified weaknesses.

Computer auditors at the third **skill level** **should have** wide experience in **ADP** systems and should be capable of **designing** and implementing **audit** software routines. Level III computer auditors **should** also have some understanding of operating systems, software security, data-base management systems and data communications.

The knowledge and technical capabilities required at the respective skill levels are **summarized** in **Enclosure 6**.

9.0 **Microcomputers.** This category provides auditors with the knowledge and skills necessary to use microcomputers in the performance of audits. The basic level course introduces the auditor to microcomputer technology and provides minimum skills for the operation of microcomputers. All auditors should receive basic-level training.

The advanced course develops **the** auditors' proficiency in **using** the advanced technical capabilities of microcomputers and of mainframe computers as an audit tool. The auditors should also be trained in the use of microcomputer software packages selected for audit use by the audit organization.

10.0 **Contract Auditing.** The introductory course at the basic level is designed to give auditors an overview of contract auditing. The other disciplines in this category are optional, unless the auditor is expected to have contract audit responsibilities. The disciplines include the federal procurement process, regulations, standards, principles, and requirements.

At the intermediate level, auditors are expected to develop contract audit expertise. (No courses are given above this level.)

11.0 **Grant Auditing.** The basic-level disciplines indoctrinate the auditor on the purposes of federal grants, grant agreement regulations, audit responsibilities, and the use of principles and methodologies to evaluate grant activities.

At **the** intermediate level, which is optional unless the auditor has grant auditing responsibilities, single audit and block grant concepts are taught.

12.0 **Federal Functional/Program Training.** There are other categories **of** unique audit applications that are not **common** to all audit organizations and do not require mandatory training for all auditors. While the profile only shows training at the basic level, training can be offered to intermediate, advanced and executive-level personnel if it is **required** by individual or agency needs. Examples of unique audit applications include: Federal Procurement and Contract **Management (GSA)**; Major Weapon Systems/Programs **Management (DoD)**; Transportation Management (DoT); Property Management (HUD).

AUTOMATIC DATA PROCESSING

Skill Levels

<u>CATEGORY</u>	<u>LEVEL I</u>	<u>LEVEL II</u>	<u>LEVEL III</u>
Types	All trainee and journeyman-level auditors grades 7 to 12.	Selected auditor- in-charge or supervisory field auditors grades 12 to 13.	Selected headquarters level auditors, supervisors, grades 12 to 15.
Responsibilities	Participate in audits of internal controls in computer-based systems under the supervision of skill-level II.	Plan and supervise audits of computer-based systems using ADP audit techniques.	Plan and supervise audits of computer- based systems and advise and assist skill-level 11 auditors in using high technology ADP audit techniques.
Numbers	All auditors.	Two to 3 per location.	Two to 20 per agency.

AUTOMATIC DATA PROCESSING

<u>KNOWLEDGE</u>	<u>LEVEL I</u>	<u>LEVEL II</u>	<u>LEVEL III</u>
Computer Systems	Familiarity	Basic Understanding	In-depth knowledge
File Processing Systems	Familiarity	Basic understanding	In-depth knowledge
Systems Documentation	Familiarity	Basic understanding	In-depth knowledge
Computer Security	Familiarity	Basic understanding	In-depth knowledge
ADP General Controls	Familiarity	Basic understanding	In-depth knowledge
ADP Application Controls	Familiarity	Basic understanding	In-depth knowledge
Operating System Software	(Not required)	Familiarity	Basic understanding
Data Base Manage- ment Systems	(Not required)	Familiarity	Basic understanding
Communications	(Not required)	Familiarity	Basic understanding
Networking	(Not required)	Familiarity	Basic understanding
Systems Design	(Not required)	Familiarity	Basic understanding

AUTOMATIC DATA PROCESSING

<u>SKILLS</u> *	<u>LEVEL I</u>	<u>LEVEL II</u>	<u>LEVEL III</u>
Generalized Audit Software	Ability to use	Ability to use and modify	Ability to design
Customized Audit	Ability to use with assistance	Ability to use and modify	Ability to design
Utility Programs	Ability to use with assistance	Ability to use with ease	Ability to use with ease
Time-Sharing Services	Ability to use with assistance	Ability to use with ease	Ability to use with ease
Flowcharting and Identifying Internal Controls	Perform with assistance	Perform with ease	Perform with ease
High Order Programming Languages	Ability to use	Ability to modify	Ability to write
Job Control Language	(Not required)	Ability to write with assistance	Ability to write with ease
Logging	(Not required)	Use with ease	Use with ease
Program Logic Reviews	(Not required)	Perform with ease	Perform with ease
Accounting Data Analysis	(Not Required)	Perform with ease	Perform with ease
Test Data	(Not required)	Use with minimal assistance	Use with ease
Test Data Generators	(Not required)	Use with minimal assistance	Use with ease
Data Base Query Facilities	(Not required)	Use with minimal assistance	Use with ease

AUTOMATIC DATA PROCESSING

<u>SKILLS</u> *	<u>LEVEL I</u>	<u>LEVEL II</u>	<u>LEVEL III</u>
Simulation	(Not required)	(Not required)	Ability to use
Audit Modules	(Not required)	(Not required)	Ability to use
Integrated Test Facilities	(Not required)	(Not required)	Ability to use
Tagging Selected Records	(Not required)	(Not required)	Ability to use
Tracing Software	(Not Required)	(Not required)	Ability to use
Extended Records	(Not required)	(Not required)	Ability to use
Program Comparison Software	(Not required)	(Not required)	Ability to use

*Some of these skills can or may be acquired from prior experience or on-the-job training.

LIST OF TRAINING COURSES TAKEN
(JOHN **SMITH** JONES, SSN: 222-22-2222)

<u>COURSE</u>	<u>CODE</u>	<u>DATE</u>	NO. <u>DAYS</u>	DUTY <u>HOURS</u>	NON- DUTY <u>HOURS</u>	COURSE <u>\$</u>	TRAVEL <u>\$</u>
New Employees Orientation	A1. 1-5	Jul 78	2	16	--	50	--
Introduction to Government Auditing Interagency Auditor Training Program	A2. 1-9 A4.1 A5.1-2	Sep 78	10	80	--	125	450
Statistical Sampling American Institute of Certified Public Accountants	A3.2	Jan 79	5	--	40	50	--
Basic Written Communi cations	A4. 1-2	Mar 79	5	40	--	225	--
Basic ADP Concepts	A8.1	Aug 79	5	40	--	250	450
Flowchart ing Interagency Auditor Training Program	A3.1	Nov 79.	2	16	--	200	--
Contract Auditing	A9.1	Jan 80	5	40	--	325	--
Prevention and Detection of Fraud, Waste, and Abuse	A7. 1-3	Apr 80	2	16	--	150	--
Cost Benefit Analysis	A3.6	Ott 80	3	24	--	--	--
Writing Audit Reports	B4.2-4	Jan 81	5	40	--	250	--
Project Management	B3.4-8	Jul 81	10	64	16	350	---

TRAINING PROFILE
(JOHN SMITH JONES, SSN: 222-22-2222)

	<u>TRAINING TAKEN</u>	<u>SUFFICIENT TRAINING TAKEN</u>
1.0 NEW EMPLOYEE ORIENTATION		
Departmental Administrative Matters	x	X
Responsibilities of the Federal		
Employee/Standards Of Conduct	x	x
Overview of Government Regulations/		
Inspector General Act/Office of		
Management and Budget Directives	x	x
Departmental Organization, Mission,		
Programs and Responsibilities	x	x
Office of Inspector General		
Organization, Policies, and Procedures	x	x
2.0 AUDITING PRINCIPLES AND PROCEDURES		
Generally Accepted Government		
Auditing Standards	x	x
Types of Government Audits'	x	x
Phases of Government Audits	x	x
Evidential Matters	x	x
Working Paper Design and Preparation	x	x
Elements of Audit Findings	x	x
Conducting Audit Surveys	x	x
Developing Audit Programs	x	x
Audit Reporting Requirements	x	x
Audit Followup Requirements	x	x
3.0 AUDIT APPLICATIONS AND EVALUATION		
Flowcharting	x	x
Quantitative Methods	x	
Internal Control Assessments	x	
Financial Analysis	x	
Manpower Analysis	x	
Plant and Equipment Analysis	x	
Inventory Analysis	x	
Forecasting ,	x	
Accounting Systems Reviews	x	

	TRAINING TAKEN	SUFFICIENT TRAINING TAKEN
4.0 WRITTEN COMMUNICATIONS		
Writing Audit Findings .	X	X
Writing Audit Reports	X	X
Editing and Reviewing Audit Reports	X	
5.0 NONWRITTEN COMMUNICATIONS		
Interviewing/Entrance and Exit Conferences	X	
Listening/Reading Improvement	X	
Interpersonal Communication	X	
Oral Presentations		
Conducting Meetings		
6.0 AUDIT MANAGEMENT AND PROFESSIONAL DEVELOPMENT		
Audit Supervision	X	
Workload Planning	X	
Resources Management		
Organizational Development		
Executive Skills and Concepts		
Audit Productivity		
Quality Control		
7.0 INVESTIGATION ORIENTATION		
Fraud Awareness and Reporting	X	X
Basic Investigative Techniques	X	X
Elements of Fraud	X	X
Procurement Fraud	X	X
Computer Fraud	X	X
8.0 AUTOMATED DATA PROCESSING		
ADP Concepts and Facilities	X	
ADP Auditing	X	
Audit Software		
File Organization and Accessing Methods		
Data Communications		
Systems Analysis and Design		

	<u>TRAINING TAXEN</u>	<u>SUFFICIENT TRAINING TAKEN</u>
9.0 MICROCOMPUTERS		
Basic Skills	X	X
Advanced Skills		
Software Applications		
10.0 CONTRACT AUDITING		
Introduction to Federal Contract Auditing	X	X
Federal Procurement Process/Regulations		
Cost Accounting Standards		
Contract Cost Principles		
Contract Pricing Requirements		
Codifications and Amendments		
11.0 GRANT AUDITING		
Introduction to Federal Grant Processing/ Regulations		
Cost Principles for Grants		
Single Audit and Block Grant Concepts		

DEGREES - TYPE/DISCIPLINE/YEAR

BBA - Accounting - 1975

MA - Business Administration - 1977

PROFESSIONAL CERTIFICATIONS - TYPE/STATE/NUMBER/YEAR

CPA - Virginia - #2222 - **1976**

GRADE

GS-511-12